

18 OCT 1982

MEMORANDUM FOR: Executive Director

FROM: James N. Glerum
Director of Personnel

SUBJECT: Alternative Work Schedules

1. Action Requested: Paragraph 4 of this memorandum contains a recommendation for your approval.

2. Background: The President recently signed the Federal Employees Flexible and Compressed Work Schedules Act of 1982 authorizing the continued use of alternative work schedules by Federal employees for the next three years. The new law also provides a 90-day period, beginning on the date of enactment, during which time agencies may review and reassess the value or success of alternative work schedules and determine whether to continue or terminate the use of these special schedules.

3. The Agency began an initial three-year experiment with flexible and compressed work schedules in 1979, at which time the Director of Personnel was tasked (per [redacted] a copy of which is attached) to monitor the overall effectiveness of the use of such schedules by Agency components and submit a final recommendation to the DDCI regarding the continuance, modification, or termination of the use of these schedules. Over a three-year period, twenty-two components experimented with these alternative work schedules and were required to submit assessment reports on the results of their experiments for the period ending June 1981. (No subsequent assessment report was made to the DDCI at that time since Congressional hearings regarding the continuance of the Alternative Work Schedules Program were then being held.) Because of the positive impact on productivity and morale, all but three components responded favorably to the experiment and indicated their desire to continue using alternative work schedules. These components were recently recontacted and all reaffirm their desire to continue using these schedules.

4. Recommendation: Based upon the favorable response of these Agency components to alternative work schedules, and the benefit to the Agency, I recommend that you approve the continued use of alternative work schedules in the Agency for the period of time covered by the Federal Employees Flexible and Compressed Work Schedules Act of 1982.

[redacted]

James N. Glerum

Attachment

STAT

STAT

DCI
EXEC
REG

SUBJECT: Alternative Work Schedules

The recommendation made in paragraph 4 is:

Approved (☒) Disapproved (☐)

STAT

E:

10/19/82
Date

Distribution:

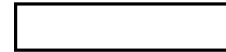
Orig - Rtn to D/OP

1 - ER

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2 - PMCD

PERSONNEL



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EXPERIMENTAL FLEXIBLE AND COMPRESSED WORK SCHEDULES

No Field Counterpart to this HN

1. GENERAL

a. This notice modifies the Agency's previous policy regarding experimental flexible and compressed work schedules.

b. The Agency will expand its experimental program of flexible and compressed work schedules and conduct an experimental program on an Agency-wide basis going beyond the 40-hour workweek to encompass a framework of 80 hours in a pay period. The new 80-hour framework allows for the carry over of credit hours for future use in a flexible work schedule and for the popular 5/4-9 plan currently being used elsewhere in the Government.

c. The 5/4-9 plan is an example of a compressed work schedule having an 80-hour biweekly work requirement in less than 10 workdays. Under this plan, employees work a fixed schedule of five days one week and four days the next for a total of 80 hours in nine days per pay period.

d. For employees working a flexible work schedule, credit hours may now be carried over from week to week within a biweekly pay period. In addition, a maximum of 10 credit hours may be carried over from biweekly pay period to biweekly pay period. The component may limit the time frame within which employees may use credit hours (e.g., within the next four pay periods).

2. POLICY

a. Agency managers are encouraged to conduct experiments with flexible and compressed work schedules where their application is expected to benefit both the Agency and its employees. Also, whenever alternative work schedules are determined to be feasible, employees are encouraged to participate on a voluntary basis.

b. No component or any employee may directly or indirectly intimidate, threaten, or coerce or attempt to intimidate, threaten, or coerce any employee to participate in an alternative work schedule. All employees should be informed that they may choose not to participate in an alternative work schedule.

3. RESPONSIBILITIES

a. Operating Officials and Heads of Independent Offices will:

(1) Establish essential duty hours with minimum staffing requirements in experimenting components and develop schedules for providing such coverage.

(2) Submit an approval memorandum to the Director of Personnel Policy, Planning, and Management (D/PPPM) describing the proposed alternative work schedule. The memorandum must be forwarded through the appropriate Deputy Director and Director of Finance for concurrence.

(3) Monitor the overall effectiveness of approved work experiments and submit assessment reports to the D/PPPM upon completion of the experimental period. Experimental alternative work schedules may be continued if they are deemed successful by the experimenting office by submitting an assessment report before the end of May 1981 and requesting an extension.

b. The Director of Personnel Policy, Planning, and Management will:

(1) Advise and assist Operating Officials and Heads of Independent Offices in establishing and administering alternative work schedules on an experimental basis.

(2) Analyze assessment reports received from experimenting offices in terms of effectiveness of alternative work schedules in accomplishing stated objectives.

(3) Conduct in May of 1981 a final assessment of the alternative work schedules program and recommend to the Deputy Director of Central Intelligence, through the Deputy Director for Administration, its continuance, modification, or termination.

4. ADDITIONAL INFORMATION

a. When planning revised schedules, Agency managers should consider that a lack of resources precludes extension of such support services as the motor pool, pneumatic tube, and mail and courier delivery. Further, there is no provision at this time for extension of cafeteria hours or for adjustment by the General Services Administration of building maintenance and utility support.

b. An Office of Personnel Policy, Planning, and Management (OPPPM) Memorandum giving specific criteria and guidelines for establishing and administering flexible and compressed work schedules will be published shortly. Additional instructions also will be issued providing guidance on the maintenance of time and attendance records for components experimenting with alternative work schedules. Personnel desiring additional information should contact the Position Management and Compensation Division, OPPPM, on extension 2851.

Frank C. Carlucci
Deputy Director of Central Intelligence

DISTRIBUTION: ALL EMPLOYEES (1-6)

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

C/PMCD
1016 Ames Building

EXTENSION

NO.

DATE

15 OCT 1982

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. DD/PA&E
1006 Ames Bldg.

2.

3. EA/Pers
5 E 58 Hqs.

4.

5. DD/Pers
5 E 58 Hqs.

6.

7. D/Pers
5 E 58 Hqs.

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15.

Attached for your signature is a memorandum to the Executive Director recommending that he authorize the continued use of flexible and compressed work schedules in the Agency.

D/Pers was delegated the responsibility in [] (copy attached) for assessing the impact of the initial 3 year experiment with alternative work schedules and recommending to the DDCI whether continuation of the program was worthwhile.

The Flexible and Compressed Work Schedules Act of 1982 provided for a 90-day period from the date of enactment for Agencies to assess the impact of their existing alternative work schedules program and determine whether continuation was appropriate.

Because the total number of Agency components electing to use alternative work schedules (AWS) is relatively small and management reports indicate the experiment has been successful and AWS provides an attractive option for Agency employees, we recommend your signature on the attached memorandum.

[]

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Alternative Work Schedules

FROM: James N. Glerum
Director of Personnel
5 E 58 Headquarters

EXTENSION

NO.

DATE

18 OCT 1982

STAT

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1. Executive Registry
7 E 12 Headquarters

2.

3. *me*
Executive Director
7 E 12 Headquarters

19 OCT 1982

ear

4.

5.

6. *D/Pers* *K*
5 E 58

20 OCT 1982

N

7.

20 OCT 1982

R

8. C/PMCD
1016 Ames

21 OCT 1982

Y/m

9.

DC/PMCD

10/22

Deul

10.

C/PSS

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8-10

I asked Sharon to send a copy of this to DD/PAVE + Pls bring up at next Bi. Ch. mtg scheduled for 25 October.

STAT